

Fort Bragg

Fire & Emergency Services

Strategic Plan 2012-2017



UNITED STATES ARMY INSTALLATION

DES – PROTECTING A COMMUNITY THAT PROTECTS OUR FREEDOM!!



Table of Contents

Executive Summary	2
Mission and Vision Statements	3
Code of Ethics	4
Organizational Chart	5
Department Overview	6
Community Profile	11
Existing External Agreements	13
Strengths, Weaknesses, Opportunities, Threats (SWOT)	14
Department Goals	16



Executive Summary

The Fort Bragg Fire & Emergency Services Division is charged with protecting life and property within the boundaries of the Fort Bragg Military Installation. Our goal is to provide the highest level of professional service possible to our community. To ensure this goal remains attainable, our fire stations and apparatus are situated at key locations across the occupied areas of the installation so that we are able to meet and exceed current Department of Defense (DoD) response guidelines. Past planning by the XVIII Airborne Corps, Corps of Engineers, and the Directorate of Emergency Services has allowed us to plan ahead and be prepared to expand our services to newly built areas and increase our services to several rebuilt areas across post. Several of our Fire Demand Zones have increased in density due to recent mass construction and renovation projects. We now have several zones with barracks up to six floors where previously only three floor facilities could be found. We also have three large structures with internal population densities over 1,000 each and several areas of family housing that contain over 500 family housing units.

This increase in growth has resulted in a greater demand not only for fire protection but also emergency services overall which has provided the department with the opportunity to not only increase our staff but to improve the level of our capabilities and service. This increase of service ensures we are able to provide a safer environment for the citizens of our community. Looking to the future we see new developments in building design and construction occurring along with new technology and equipment being deployed. These changes will force our department to constantly re-evaluate our methods of delivering emergency services to our community thus ensuring we maintain our stated goal now and into the future.

This Plan will provide measurable and attainable mid range goals. The Fort Bragg Fire and Emergency Services Strategic Plan is the department's commitment to continuous improvement which will make this a living document and will be updated from Fiscal Year 2012 to Fiscal Year 2017.



Directorate of Emergency Services Mission

To serve and protect the greater Fort Bragg community, by fostering a safe and secure environment.

Directorate of Emergency Services Vision

DES – PROTECTING A COMMUNITY THAT PROTECTS OUR FREEDOM!!

A premier team of integrated professionals committed to preparing for the unforeseen, preventing the avoidable, responding to any emergency and capable of restoring normalcy through rapid recovery.

Fire & Emergency Services Mission

The Fort Bragg Fire and Emergency Services mission is to provide the utmost in quality fire protection services to our soldiers, their families and civilians through coordinated leadership, education, protection, and emergency response mitigation.

Fire & Emergency Services Vision

The vision of the Fort Bragg Fire and Emergency Services is to enhance its capability as community resources to meet the needs of its soldiers and family members. This will be accomplished by a premier team of integrated professionals committed to preparing for the unforeseen, preventing the avoidable, responding to any emergency, and capable of restoring normalcy through rapid recovery.

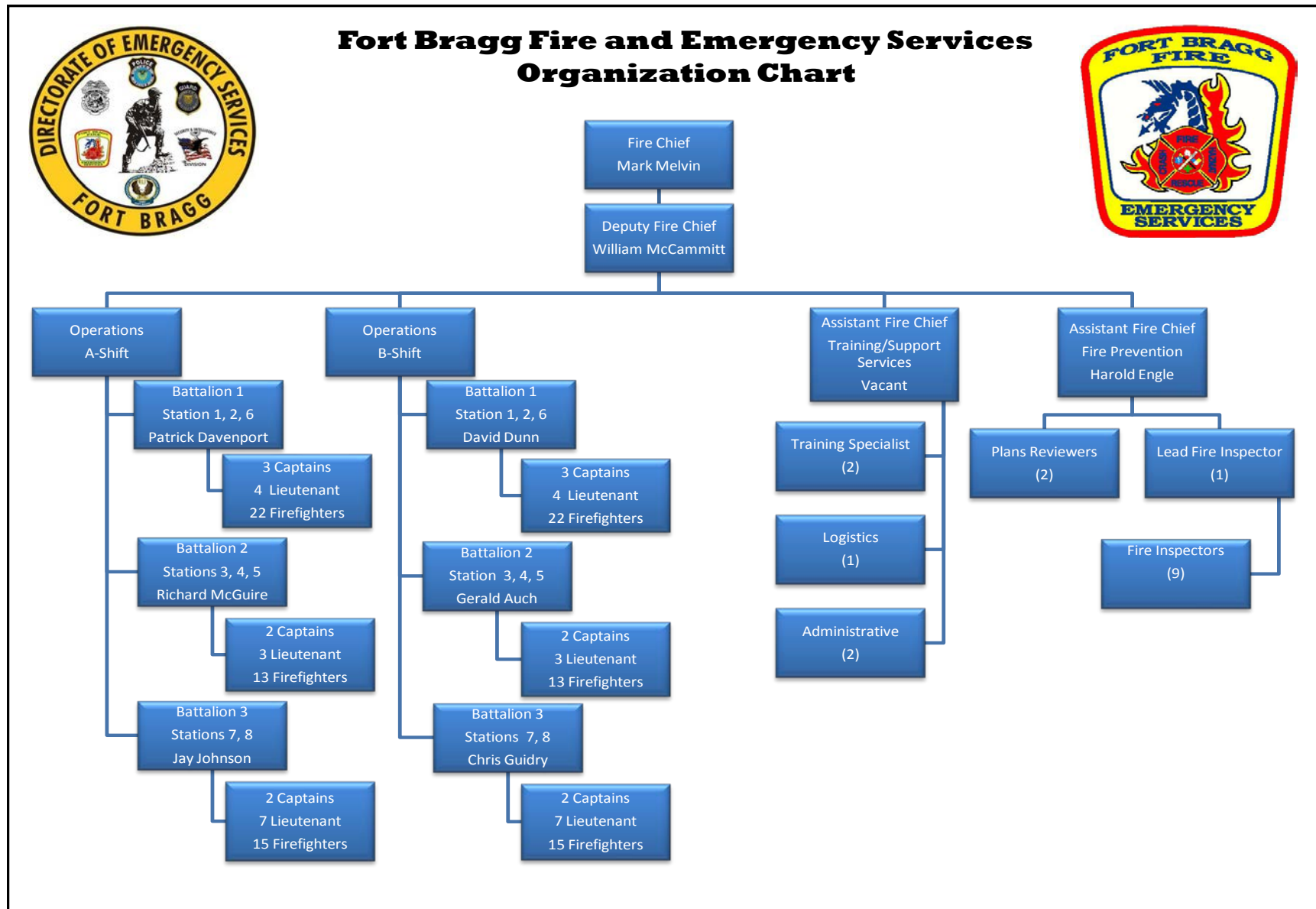


Fire & Emergency Services Code of Ethics

As a firefighter my fundamental duty is to serve mankind and to safeguard lives and property.

I will:

- Keep my private life unsullied as an example to all.
- Maintain courageous calm in the face of danger, scorn, or ridicule.
- Develop self-restraint.
- Be constantly mindful of the welfare of others.
- Honest in the thought and deed in both my personal and official life, I will be exemplary in obeying the laws and the regulation of my department.
- I recognize the badge as a symbol of public faith, and I accept it, as a public trust to be held so long as I am true to the ethics of the fire service.
- I will constantly strive to achieve these objectives and ideas dedicating myself to my chosen profession, the Fire Service.





Department Overview

The F&ES Division provides 24-hour emergency services to Fort Bragg personnel and property along with surrounding municipalities through nine mutual aid agreements. The F&ES is staffed by trained fire protection personnel and is organized into four major elements; Operations, Prevention, Training, and Risk Management. Our current staffing is based upon requirements set forth in DoDI 6055.6 and authorizations are approved by Installation Management Command Headquarters IMCOM HQ. Our military members are part of two separate units here on Fort Bragg, 8th Ordinance Division and 95th Engineer Detachment, where they support the nation's interests in contingency environments. They are here for training purposes and do not count against our minimum staffing.

Fully qualified fire fighters are expected to perform at the Fire Fighter II, Hazardous Materials Technician, EMT-B, and Airport Firefighter level as a minimum along with maintaining all necessary apparatus Driver/Operator certifications. Fire fighters respond to a variety of different incidents, to include Aircraft Rescue Fire Fighting (ARFF), structural fire fighting operations, non-technical rescue operations, hazardous materials incidents, and emergency medical services. All emergency operations are managed utilizing the National Incident Management System or NIMS.

Utilizing vehicular assets and installed supportable systems, our fire fighters control, neutralize, mitigate, and/or extinguish any fire or emergency situation occurring within Fort Bragg's boundaries. Fire fighters also perform the full range of containment and control measures at hazardous materials incidents. Assistance from other agencies may be necessary to successfully mitigate extremely large incidents. This is accomplished through mutual aid agreements or emergency contract authority as needed.

We provide first responder emergency medical assistance under the supervision of a Medical Director operating from Womack Army Medical Center. All shift duty firefighters hold a North Carolina Emergency Medical Technician – Basic certification at a minimum. We provide first responder functions, patient stabilization (Basic Life Support) and incident command functions at EMS incidents while Fort Bragg EMS provides Advanced Life Support services and transportation to medical treatment facilities. Medical assistance may also require rescue,



extrication, or fire fighting actions to be carried out simultaneously to ensure the best possible outcome for all involved. All dispatching functions are handled through the Integrated Incident Management Center (I2MC) which is part of the Directorate of Emergency Services (DES). The I2MC is a multi-unit dispatch center that handles all E-911 calls for police, fire, and EMS on Fort Bragg and is part of the E-911 system for the surrounding community and regions.

Our Fire Prevention program is primarily executed through the Fire Prevention Branch, which is staffed by nine fire inspectors, two dedicated plans review personnel, one lead inspector, and an Assistant Chief. The Inspections section works diligently, along with the support of Operations personnel, to educate the members of the community in sound fire prevention practices and procedures.

Fire Stations

We currently occupy seven fire stations 24/7 with four fire stations on main post, one fire station at Simmons AAF, one north of post at Linden Oaks military housing area, and one fire station located 35 miles west of main post at Camp Mackall AAF. We also have a stage field location (Station 8) near the main post drop zones for support of active flying and jumping operations. Fire Station #1 and Fire Station #2 have just been renovated within the past two years and Fire Station #7 is under plans review for renovation in the upcoming year. Currently the fire stations are distributed effectively to ensure compliance with Department of Defense response time standards. This may change in the near future with the influx of growth due to FORSCOM HQ's and U.S Army Reserve Command relocation to Fort Bragg.

Fire Station Locations

Station 1 – Knox and Honeycutt

Station 2 – Parham Blvd on Simmons AAF

Station 3 – Longstreet and Manhay

Station 4 – Glider St on the flight line

Station 5 – Yadkin and Canopy

Station 6 – Camel Rd and Linden Oaks PKWY

Station 7 – Boxcar St on the flight line



Station 8 – King and Plank Rd

Fire Demand Zones

In order to provide adequate coverage and response times for the entire Installation, we have established 32 fire demand zones. Fort Bragg is comprised of over 163,000 acres, but only 40,250 total acres are developed. Fort Bragg has been divided into the following fire demand zones to permit effective risk management planning functions:

Zone #1-13 – Station 1's main response area North of Gruber Rd

Zone #1-15 – Station 1's main response area South of Gruber Rd

Zone #1-17 – Station 1's main response area North of Butner Rd

Zone #2-21 – Station 2's response area surrounding Simmons AAF

Zone #2-22 – Simmons Army Airfield flight line and structures

Zone #2-23 – Station 2 Flight Strip #2

Zone #3-31 – Station 3's main response area surrounding the station

Zone #3-35 – Station 3's main response area West of Rhine Rd

Zone #3-36 – Station 3's area near land navigation course

Zone #3-37 – Station 3's main response area North of Butner Rd

Zone #4-41 – Station 4's response area surrounding Mackall Army Airfield

Zone #4-42 – Camp Mackall Army Airfield flight line

Zone #5-51 – Station 5's main response area South of Bastogne Dr and East of Los Banos

Zone #5-52 – Station 5's area at Smoke Bomb Hill

Zone #5-53 – Station 5's main response area West of Los Banos and South of Bastogne

Zone #5-54 – Station 5's response area in the 108 ADA compound

Zone #5-55 – Station 5's area of the closed section on Yorktown-Victor



Zone #6-61 – Linden Oaks Military Family Housing Area

Zone #6-62 – Harnett County surrounding Linden Oaks

Zone #7-71 – Pope Army Airfield structures and access roads

Zone #7-72 – Pope Army Airfield flight line area

Zone #7-73 – Wooded area between Vass Rd and Manchester Rd north of Pope AAF

Zone #7-74 – Station 7's area East of Armistead area around Pope Park

Zone #7-75 – Bragg Skeet Range area off of Manchester Road

Zone #8-81 – Southwest wooded area West of main post

Zone #8-82 – Northwest wooded area West of main post

Zone #8-83 – Sicily drop zone

Zone #8-84 – Normandy drop zone

Zone #8-85 – Holland drop zone

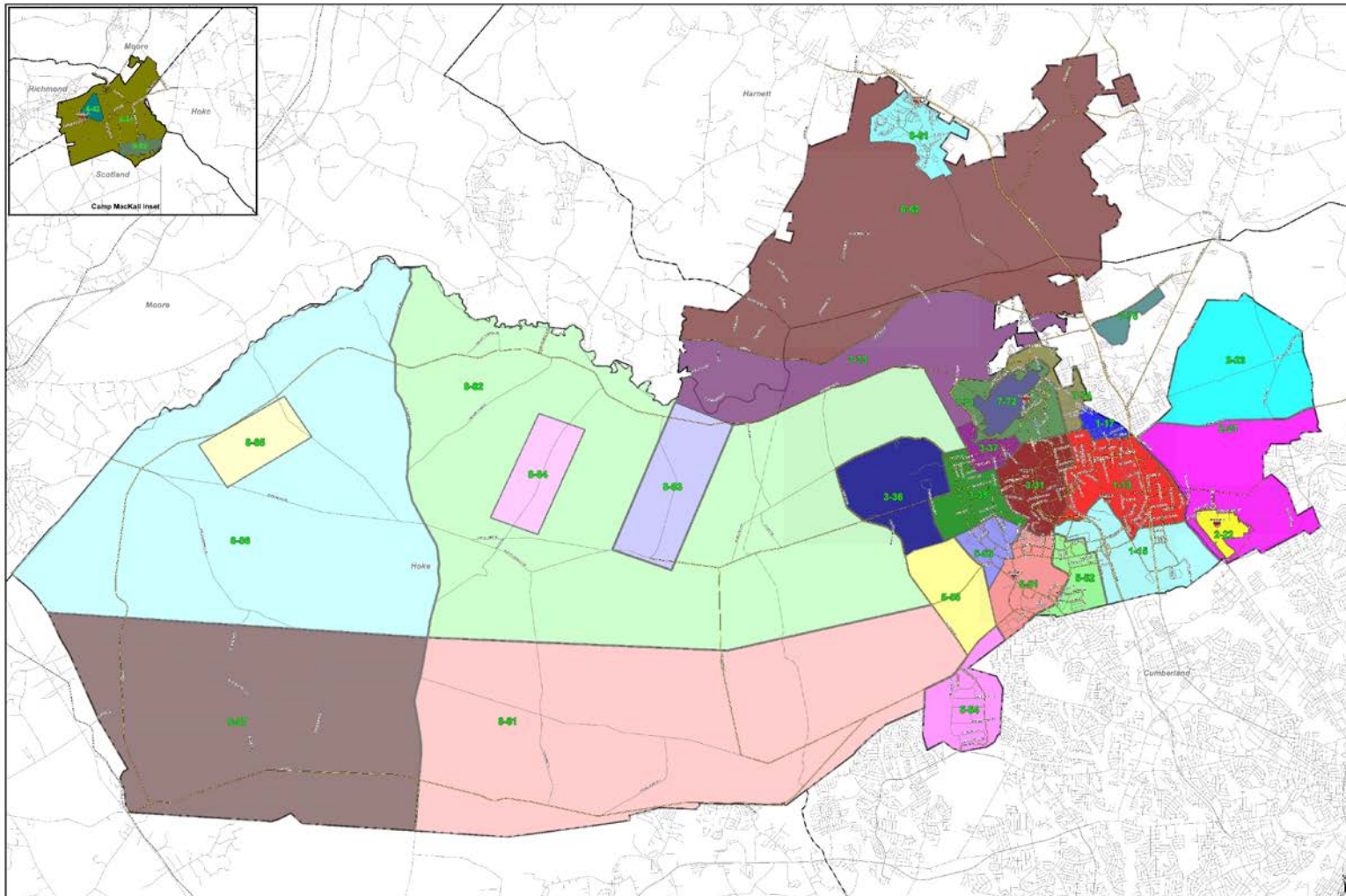
Zone #8-86 – Area North of Moore County Rd and West of N. Vass Rd

Zone #8-87 – Station 5's response area West of N. Vass Rd

Zone #8-88 – Rhine/Luzon drop zone



Fire Demand Zone Map



Ft. Bragg Fire Response Zones



Print Date December 11, 2013
Cumberland County Local Services Division

Ft. Bragg Fire Zones			
1-13	2-36	5-55	8-81
1-15	3-37	6-61	8-82
1-17	4-41	6-62	8-83
2-01	4-42	7-71	8-84
2-22	5-51	7-72	8-85
2-23	5-52	7-73	8-86
3-31	5-53	7-74	8-87
3-35	5-54	7-75	8-88



Community

Fort Bragg is one of the largest and busiest military complexes in the world. The Installation hosts America's only airborne corps and airborne division, the "Green Berets" of the Special Operations Command, and the Army's largest support command. 82nd Airborne Division soldiers and others make 100,000 parachute jumps each year at Fort Bragg. The U.S. Army Parachute Team (the Golden Knights) also calls Fort Bragg home.

By population, Fort Bragg is the largest Army installation in the world, providing a home to almost 10 percent of the Army's active component forces. Approximately 57,000 military and 15,000 civilian personnel work at Fort Bragg. Every day military and civilian employees in careers ranging from trades and labor to engineers and attorneys provide the services needed to train, sustain, and deploy the combat forces to America's Crisis Response Contingency Corps and Special Operations Forces. Their common daily focus is on training, deploying, mobilizing, and demobilizing America's strategic response forces and providing first-class services in such areas as retail, recreation, medicine, and education. The Fort provides those services to a customer base of more than 250,000 soldiers, civilians, family members, and retirees.

Fort Bragg, including Camp Mackall (an auxiliary training complex) and Pope Army Airfield, occupies an irregularly-shaped parcel of land, covering approximately 163,000 acres (or 255 square miles), stretching into six counties. Included within this area are 7 major drop zones, 4 impact areas, 87 ranges, 16 live fire maneuver areas, and 3 Army airfields. As we focus on potential force protection threats, we must consider the fact that approximately 75 percent of our acreage includes ranges, deployment and training areas, with the remaining 25 percent dedicated to those areas where people live, work and play. Fort Bragg is a major city, providing approximately 37 million square feet of office buildings, 11 shopping centers, 28 restaurants, 14 miles of railroad lines, a major medical center, 12 schools, 11 churches, 183 recreational facilities, and approximately 6,500 homes that provide housing for over 21,000 family members.

The Fort is a significant economic presence in North Carolina, contributing an estimated \$12 billion annually to local communities. Fort Bragg and Pope Army Airfield generate retail sales of approximately \$2 billion for Cumberland County. Military personnel expenditures have proved to be a vital source of economic growth and development for both the city of Fayetteville



and Cumberland County.

Community Risks:

Community Risks have been identified for fire risks and non fire risks. The department's Community Risk/Standards of Cover (SOC) document breaks down both risks types into geographical fire demand zones (FDZ) as seen below. The risks are evaluated and annotated in each FDZ to ensure the department can adequately deploy resources to the given risk. Response benchmarks have been set for each emergency type for the respective FDZ.

<u>Non-Fire Risks</u>	<u>Fire Risks</u>
Emergency Medical Services	Structural
Railway Incidents	Aircraft
Water Based Emergencies	Wildland
Confined Space	POL
High/Low Angle Rescue	Motorized Vehicles
CBRNE	Munitions



Mutual Aid Agreements:

- Fayetteville Fire Department
- Cumberland County Fire Department
- Spring Lake Fire Department
- Hope Mills Fire Department
- Harnett County
- Moore County
- Scotland County
- Hoke County
- Richmond County

Mutual Aid Services Available:

- Fire Suppression
- EMS (Paramedic level services)
- Technical Rescue
- Urban Search and Rescue (USAR)
- Confined Space
- High Angle
- Trench
- Water
- Heavy Rescue
- Hazardous Materials / CBRNE



SWOT Analysis

In order for the organization to plan strategically, it is essential to evaluate and analyze the Strengths, Weaknesses, Opportunities and Threats (SWOT) to the organization or to any of the specific strategic objectives.

In following the fire service model of the SWOT Analysis, the key considerations in the external environment become the opportunities and threats, while the internal environment is driven primarily by the strengths and weaknesses.

The external environment is composed of four primary issues, which include those political in nature, economic, social, and technological.

The internal environment is that of the organization itself. The organization is better able to control this environment than the external environment. It is also more difficult to evaluate because it forces the organization to take a hard and honest look at itself. The Strategic Planning Team was able to remain objective during its internal assessment of the organization.

The following sections define the various elements in each of the four points of analysis using the SWOT model:



Internal Strengths and Weaknesses

<p>Internal strengths are resources or capabilities that help an organization accomplish its mission.</p> <p>Those identified are:</p> <ul style="list-style-type: none">• Adequate Funding• Training Opportunities• Community Outreach• Quality Equipment• Mutual Aid/External Relationships• Public Image	<p>Internal weaknesses are deficiencies in resources and capabilities that hinder an organization's ability to accomplish its mission.</p> <p>Those identified are:</p> <ul style="list-style-type: none">• Facilities/Living Conditions<ul style="list-style-type: none">○ Upgrades/New Facilities• Communication (departmental/installation)• Staffing Issues<ul style="list-style-type: none">○ Staffing not IAW DoD 6055.06 for authorizations○ Lead time to hire vacancies• Shift Differences• Operational Distractions/Interruptions• Training<ul style="list-style-type: none">○ Specialty Training○ Lack of Training Tower/Props
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External Opportunities and Threats

<p>External opportunities are outside factors or situations that can affect the division in a favorable manner.</p> <p>Those identified are:</p> <ul style="list-style-type: none">• Obtaining Fire Service Accreditation• Community Involvement/Outreach• Increase Training Area Capability• Career Development For All Members• Expansion /Renovation of Fire Department Facilities• Improve Health and Safety	<p>External threats are outside factors or situations that can affect the division in a negative manner.</p> <p>Those identified are:</p> <ul style="list-style-type: none">• Inconsistent Funding• Apparatus Reliability• Staffing Shortage• Department Cohesiveness• Growth of the Installation/Increasing requirements
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Department Goals

Category 1 – Governance and Administration

Goal Owner: Chief Melvin

Objective #1: Standard Operating Plan/Guidelines (SOP/SOG)

Performance Measures:

- Review all SOP/SOG's annually for validation and make adjust as necessary.
- Annually ensure each fire department member reviews all SOP/SOG's and documents training into Firehouse

Category 2 – Assessment and Planning

Goal Owner: Chief Officers

Objective #1: Analyze and evaluate risk based on geographical and fire district mapping to ensure highest levels of service.

Performance Measures:

- Analyze planning data to ensure level of services aren't degraded in fire districts.

Objective #2: Analyze response times in order to improve quality of service.

Performance Measures:

- Analyze and review response times by the 15th of each month.



Category 3 – Goals and Objectives

Goal Owner: Deputy Chief McCammitt

Objective #1: Develop and maintain a strategic plan to enhance communications with Senior Leadership and fire department personnel

Performance Measures:

- Chief Officers shall review plan annually and report any changes to the Accreditation Manager, who will ensure timely updates to plan.

Objective #2: Complete Self Assessment, Standards of Cover, and Strategic Plan.

Performance Measures:

- Monitor progress amid committee members.
- Support NC Accreditation Support Consortium.

Objective #3: Receive Approval of the Self Assessment, Standards of Cover, and Strategic Plan

Performance Measures:

- Electronically upload documents to CPSE SharePoint server.
- Receive confirmation of support from Mentor of all documents.

Objective #4: Receive Fire Service Accreditation from CPSE.

Performance Measures:

- Host on site peer team assessment.
- Receive Final Accreditation Report.
- Present report to CFAI Commission, achieve Accredited Agency status by August 2013.



Objective #5: Maintain Fire Service Accreditation

Performance Measures:

- Complete annual compliance report
- On the fifth anniversary of being accredited, the department must renew its status
 - Submit required application
 - Complete self assessment manual compliant with current edition
 - Renew Accreditation

Category 4 – Financial Resources

Goal Owner: Chief Melvin

Objective #1: Develop Standard Operating Plan for internal budgetary controls.

Performance Measures:

- Complete SOP by the end of FY15

Objective #2: Team Empowerment

Performance Measures:

- Empower departmental teams to develop its requirements/budgets during FY14 and present to the Fire Chief for implementation into FY15 budget.



Category 5 – Programs

Goal Owner: Chief Officers

Objective #1 – Fire Suppression

Performance Measures:

- For 90% of all fire responses annually, the first due apparatus with 4 people shall arrive within seven minutes or less and a full alarm assignment of at least 13 people will arrive within 12 minutes or less for all urban areas.
- For 90% of all fire responses in annually, the first due apparatus with 4 people shall arrive within 15 minutes or less and a full alarm assignment of at least 13 people will arrive within 20 minutes or less for all suburban areas.
- For 90% of all fire responses in annually, the first due apparatus with 4 people shall arrive within 25 minutes or less and a full alarm assignment of at least 13 people will arrive within 30 minutes or less for all wilderness areas.

Objective #2 – Fire Prevention/Life Safety Program

Performance Measures:

- Continue to solicit IMCOM to fill vacancies within the Fire Prevention Branch; fill action should be complete by end of FY15.

Objective #3 – Public Education Program

Performance Measures:

- Monitor and evaluate the effectiveness of the public education program annually.



Objective #4 – Fire Investigation Program

Performance Measures:

- Allocate FY13 funds to certify two individuals to the level of National Board Certified Fire Investigation Instructor.
- Increase the level of training for the Company Officers including Arson Detection for the First Responder by the end of FY14.

Objective #5 – Technical Rescue

Performance Measures:

- For 90% of all Rescue responses in annually, the first due apparatus with 4 people shall arrive within seven minutes or less and a full alarm assignment of at least 13 people will arrive within 22 minutes or less for all urban areas.
- For 90% of all Rescue responses in annually, the first due apparatus with 4 people shall arrive within 15 minutes or less and a full alarm assignment of at least 15 people will arrive within 30 minutes or less for all urban areas.
- For 90% of all Rescue responses in annually, the first due apparatus with 4 people shall arrive within 25 minutes or less and a full alarm assignment of at least 15 people will arrive within 40 minutes or less for all urban areas

Objective #6 – Hazardous Materials (Hazmat)

Performance Measures:

- For 90% of all Hazmat responses in annually, the first due apparatus with 4 people shall arrive within seven minutes or less and a full alarm assignment of at least 13 people will arrive within 22 minutes or less for all urban areas.
- For 90% of all Hazmat responses in annually, the first due apparatus with 4 people shall arrive within 15 minutes or less and a full alarm assignment of at least 15 people will arrive within 30 minutes or less for all urban areas.



- For 90% of all Hazmat responses in annually, the first due apparatus with 4 people shall arrive within 25 minutes or less and a full alarm assignment of at least 15 people will arrive within 40 minutes or less for all urban areas.

Objective #7 – Emergency Medical Services

Performance Measures:

- For 90% of all EMS responses annually, the first due apparatus with 2 people shall arrive within seven minutes or less for all urban areas.
- For 90% of all EMS responses annually, the first due apparatus with 2 people shall arrive within 15 minutes or less for all suburban areas.
- For 90% of all EMS responses annually, the first due apparatus with 2 people shall arrive within 25 minutes or less for all wilderness areas.
- Within 6 months, upgrade Firehouse codes and entries to better track types of EMS responses and the disposition of patients once care is transferred in order to validate our contribution to the EMS system.
- Within 2 years, have all personnel assigned to the operations division operating at the NREMT-B level of service in accordance with current medical protocols.

Objective #8 – Domestic Preparedness Planning and Response

Performance Measures:

- Continue working annually with DPTM to validate the Installation Response Plan

Objective #9 – Aviation Rescue and Fire Fighting Service

Performance Measures:

- For 90% of all ARFF response annually, the first due apparatus with 3 people shall arrive within five minutes or less and each additional apparatus shall arrive in 30 second intervals for urban areas.



Category 6 – Physical Resources

Goal Owner: Chief Melvin

Objective #1: Procure additional apparatus through IMCOM to replace aging fleet as well as increase capabilities.

Performance Measures:

- Within 3 years, acquire four engines to meet requirements as listed in DoDI 6055.06
- Within 3 years, upgrade at least one ARFF vehicle at MAAF to 3000 gallon capacity to allow for the minimum water requirement for reduced level of service for a C-17 of 4364 gallons to be met.

Objective #2: Construct and/or renovate stations to provide better service performance levels and improve morale

Performance Measures:

- Rebuild, re-site, and enlarge Fire Station for Camp Mackall, estimated cost of \$10 million
- Build new station to provide fire support for the Western area, estimated cost of \$10 million
- Construct a modular station at Aberdeen Training Area, estimated cost of \$1 million
- Within 10 years, open single company ARFF stations on the opposite sides of the active runways at PAAF to increase the likelihood that the first due ARFF vehicle will arrive within 3 minutes to unannounced ground emergencies without having to await for clearance from the Air Traffic Control Tower.



Objective #3: Install Video Teleconference (VTC) in all departmental facilities.

Performance Measures:

- Install VTC equipment supporting seven fire stations geographically separated by 42 miles by the end of FY15.

Category 7 – Human Resources

Goal Owner: Chief Melvin

Objective #1: Increase manning levels required to meet DoDI 6055.06

Performance Measures:

- Within 3 years, increase personnel at Camp Mackall to eight firefighters per shift
- Within 3 years, increase personnel from Western Area of Fort Bragg by adding four personnel per shift
- Relocate four personnel per shift from Station 7 to Aberdeen Training Area by 1QFY14

Category 8 – Training and Competency

Goal Owner: Training

Objective #1: Ensure 100% of fire department members are certified to a level commensurate with their position.

Performance Measures:

- Publish annual training plan that includes all subjects outlines in AR 420-1 by 1st of December annually
- Report monthly program status to Deputy Fire Chief by 15th of each month.



Objective #2: Construct comprehensive training facilities that incorporate new and future mission requirements.

Performance Measures:

- Analyze improvements needed to the training area to support training of all service abilities as listed in our Standards of Cover by end of FY13.
- Submit project to modify/construct improvements at training area by end of FY14
- Plan and construction improvements to training area by end of FY15.

Objective #3: Ensure appropriate training course are provided to all members of the department.

Performance Measures:

- Conduct assessment of specialized training needed for each section within the department by 15 July 13.
- Secure specialized training and funding sources by 1 Dec 2013 for classes to be completed by end of FY14.

Objective #4: Ensure appropriate training materials are provided to all members for training and certification preparation.

Performance Measures:

- Conduct annual validation of all required training materials, including digital and paper based resources by 15 July 13.



Category 9 – Essential Resources

Goal Owner: Chief Officers

Objective #1: Improve radio system and increase reliability.

Performance Measures:

- Within 2 years, procure a single portable radio that is compatible with our radio system as well as the systems being utilized by our surrounding counties
- Within 1 year, identify and purchase needed to equipment to allow portable radio use on all areas of the installation with a priority being Linden Oaks and inside some of the large square footage buildings on the installation.

Objective #2: Improve Water system throughout Fort Bragg

Performance Measures:

- With the understanding that Fort Bragg F&ES does not maintain the records of the hydrants, the department will remain reliant on ONUS personnel in system monitoring and maintenance, and provide updates monthly.
- The water supply available to the Fort Bragg F&ES is not adequate to supply the needs for firefighting operations throughout the installation. The F&ES will continue to work with D Directorate of Public Works and Old North Utility Service to pursue future plans and budgets for an adequate water supply.

Objective #3: Improve coordination with I2MC and decrease call processing time.

Performance Measures:

- Annually, improve call-processing time by 5% until DoD standard achieved.



Category 10 – External Systems Relationships

Goal Owner: Deputy Chief McCammitt

Objective #1: Review of Memorandums of Agreements and Understandings

Performance Measures:

- Continue to utilize memorandums of agreement/understanding to bolster relationships, multi-agency training evolutions and on-going communication to meet mission goals and objectives.
- Agreements will be reviewed every two years at minimum and updates will be made as necessary to continued success.